

Connecting
with **People**
Nature



2001-2002 ANNUAL REPORT

 Canadian Museum of
NATURE

Canada

Report from the Chairman and the President

O n behalf of the Board of Trustees and the staff, it is our pleasure to present the Annual Report of the Canadian Museum of Nature for the period April 1, 2001 to March 31, 2002.

This has been an invigorating and decisive year for the Museum – a comprehensive process of consultation and reappraisal has culminated in a new vision of national service and a plan to revitalize our facilities and programmes.

The new vision will be defined by collective effort and achievement: the Museum will nurture key partnerships with a network of natural history museums and other institutions across the country. We will work with our partners on natural science themes that span Canada's ecosystems and together we will create a wealth of information and services that none of us can achieve separately.

The new strategic direction will drive our programmes and initiatives for the next six years and beyond. The achievement of this vision is based on a \$70 million investment strategy to be implemented over six years. Of this total, \$44 million will be received from the Government of Canada for rehabilitation and upgrades to transform CMN's historic, public exhibitions site in downtown Ottawa – the Victoria Memorial Museum Building.

In January 2002, we launched the *Natural Partnerships Campaign* to raise \$10 million in additional new funding. Campaign results at the end of the fiscal year are strong and encouraging. Campaign volunteer recruitment is well underway, under the leadership of the co-chairs, Drs. Adam and Claudia Chowaniec.

Equally encouraging are the results of the Family Campaign to which Museum trustees and staff contributed, and which has exceeded its goal by nearly 20 percent.

The Museum will allocate \$10 million from operating funds to work with partners to create new galleries, develop innovative and topical travelling exhibitions, and extend the impact of scientific collections, research and educational programming.

One example of this new vision is a joint project that will be presented to Canadians beginning in May 2002. *Green Legacy* has been developed in partnership with Royal Botanical Gardens in Burlington, Ontario. The exhibition will take visitors on a cross-Canada tour to discover the ecological, cultural and economic value of our native plants.

Another exciting example is the partnership developed this year with Genome Canada and the Canadian Institutes of Health Research to produce Canada's first travelling, national exhibition on genomics (the study of genes and their functions in all living organisms). *Putting the GEEE! in Genome* will explore in depth the impact this new field of research is having on society.

The renewal of the Victoria Memorial Museum Building will be a stepping-stone to increased national service to Canadians. The modernization of scientific equipment is equally crucial to ensure CMN capacity and leadership in natural science research in Canada.



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This year saw purchases of a Scanning Electron Microscope and a GIS/Multimedia lab. Incorporating such state-of-the-art technology systems enables the Museum to serve as a hub for national scientific and educational programmes and initiatives.

Increasing access to CMN collections data in electronic format permits greater use of collections and related information. Partnership projects generated an additional \$30,000 to assist in the computerization of collections records during the past year. A total of 41,000 new collections records were created this year, exceeding the objective of 30,000 by 37 percent.

The implementation this year of a new Human Resources Information System provides the Museum with a modern tool for the management of its workforce, as well as addressing potential risks in the former payroll system. Web access, competencies management, on-time budget information and electronic timesheets are only a few of the possibilities of the new system. CMN also concluded a new collective agreement with the Public Service Alliance of Canada (PSAC) union covering the period from June 1999 to June 2003.

The Museum continues to make progress on a number of fronts in pursuit of our goal – to be an engaging and trusted resource for the development of a sound, knowledge-based relationship with the natural world.

In closing, we wish to express our appreciation to the Board of Trustees, to staff, to our associates and to all of our volunteers for their hard work and significant contributions to carrying out the Museum's mandate and helping to build the new vision of service to Canadians.

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PHOTO: MARTIN LIPMAN

Frank Ling
Frank Ling
 Chair of the Board of Trustees



PHOTO: MARTIN LIPMAN

Joanne DiCosimo
Joanne DiCosimo
 President and Chief Executive Officer

Honesty and Integrity
 Respect for People and Nature
 The Pursuit of Excellence
 Continuous Learning

CMN Corporate Values



Performance Highlights

Looking Ahead

- ▶ Development and announcement of new model of national service for CMN

National Service and Impact

- ▶ Web site visits increase by 39 percent over 2000-2001
- ▶ Computerization of collections records exceeds target by 37 percent
- ▶ Three-year project – Rideau River Biodiversity Project – is launched on the Web as educational support material to be used by other organizations and communities
- ▶ Two virtual projects in collaboration with the Canadian Heritage Information Network are approved with Musée de la civilisation de Québec; Canadian Museum of Civilization, Gatineau (Hull area); Parks Canada and the Geological Survey of Canada
- ▶ Acquisition of a rare 375 million-year-old armoured fish that appears to be a new species to science
- ▶ Collections management expertise is shared at a Hong Kong workshop
- ▶ Research on rare elements such as boron contributes greatly to the increase of knowledge and production for high-tech applications
- ▶ Dr. C. Richard Harington receives the Order of Canada for his lifetime achievement in the research of Ice Age mammals, and the Achievement in Heritage award from the Yukon Historical and Museums Association for his contributions to Yukon palaeontology



PHOTO: MARTIN LIPMAN

A natural vision

CMN President and CEO Joanne DiCosimo announces the \$70 million investment strategy that will fuel our new vision and plans for national service.



PHOTO: CMN ARCHIVES

The metamorphosis of a national treasure

The federal government has committed \$44 million to the revitalization of our central exhibition venue, the Victoria Memorial Museum Building, one of Canada's most important heritage sites.



PHOTO: MARTIN LIPMAN

Planning for the future

Museum staff, Board members and volunteers gather for a two-day planning session to formalize the new vision into a workable blueprint for future action.



PHOTO: MARTIN LIPMAN

Natural partnerships

(left to right) CMN President and CEO Joanne DiCosimo; *Natural Partnerships Campaign* co-chair, Dr. Claudia Chowaniec; Canadian Heritage Minister Sheila Copps; *Natural Partnerships Campaign* co-chair Dr. Adam Chowaniec; CMN Board of Trustees chair Frank Ling; Board member Ken Armstrong.

Understanding genomics

Dr. Henry Friesen (*top*) with Genome Canada and Dr. Alan Bernstein (*bottom*) with the Canadian Institutes of Health Research at CMN during the joint announcement of the genomics partnership and exhibition.

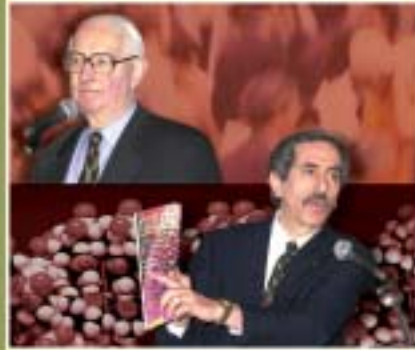


PHOTO: MARTIN LIPMAN

Surf a heritage river

The Rideau River Biodiversity Project, a community-based environmental study spearheaded by CMN, is made available on the Museum's Web site, with more than 110 pages of text, photos and video.



PHOTO: CMN ARCHIVES

Epic achievement

Lichens of North America, written by CMN's Emeritus Researcher Dr. Irwin Brodo and published by Yale University Press, receives numerous awards including the R.R. Hawkins Award from the American Publication Society.



PHOTO: SHARON BRODO-SMITH

Scientist of the highest order

Dr. C. Richard Harington receives an appointment to the Order of Canada in recognition of his lifetime achievement in the research of Ice Age mammals.



PHOTO: MARTIN LIPMAN

- ▶ Paul Hamilton goes to Indonesia on an ecological research trip sponsored by INCO Canada
- ▶ Jean Lauriault, in collaboration with Claude Hamel of the Université du Québec à Montréal, gives biodiversity training workshops in Vietnam, sponsored by the Institut de l'énergie et de l'environnement de la Francophonie (Agence de la Francophonie)

Demonstrating Public Value

- ▶ Photography exhibition – *Iceland, Land of the Vikings* is offered in collaboration with the Embassy of Iceland
- ▶ Museum participates and contributes at the round-table discussions on Environmental Learning and Sustainability
- ▶ Museum chairs Tri-Council Working Group of Scientific Collections and provides guidelines for researchers collecting research specimens
- ▶ CMN Discovery Fund awards grant to University of Manitoba student for her study of the *Exploration of stream habitats containing new species of Brychius in Manitoba*
- ▶ Partnership and plans are completed for a jointly-produced exhibition on Canada's native plants with Royal Botanical Gardens, Burlington, Ontario
- ▶ Partnership is signed with Genome Canada and the Canadian Institutes of Health Research for the development of a travelling national exhibition on genomics

- ▶ Full-sized model of a *Daspletosaurus* (dinosaur) is installed and unveiled in the atrium of the Victoria Memorial Museum Building
- ▶ Rogers Television broadcasts CMN's *Perspectives on Nature* lectures series as part of its *Podium* series
- ▶ Broadcast audience reaches 1,130,000 for first season of *It's in Our Nature* series
- ▶ Green Channel signs agreement to broadcast *Rivers: Reflections of Life* documentary for three years starting January, 2002
- ▶ CMN leads the development of a High-Definition cinema treatment of a dinosaur theme in collaboration with the Royal Tyrrell Museum, and with the Carnegie Museum also expressing interest
- ▶ *Lichens of North America* publication by CMN Researcher Emeritus Dr. Irwin Brodowins numerous awards including, the Annual Literature Award (technical) of the 2002 Council on Botanical and Horticultural Libraries, R.R. Hawkins Award from the American Publication Society, and a citation from the Library Journal for "Best reference book for 2001" award from the New England Book Show

Operating Systems: Human and Technical

- ▶ First phase of the Victoria Memorial Museum Building Renewal (rehabilitation) programme gets underway and prime architects are announced
- ▶ Functional programme/demonstration plan is completed for Victoria Memorial Museum Building



PHOTO: MICHEL POULIN

International influence

CMN is one of Canada's leading centres for the identification and classification of diatoms (microscopic, single-celled aquatic life forms). The Museum's Dr. Michel Poulin is part of a scientific team studying diatoms at a research base in Adelie Land, Antarctica.



PHOTO: MARTIN LIPMAN

Roaring success

A full-sized, fleshed-out model of a *Daspletosaurus* is unveiled during International Museum Day. The dinosaur was developed as part of the new Fossil Gallery, scheduled to open in 2005.



PHOTO: MARTIN LIPMAN

Rare acquisition

This past year, CMN acquired more than 1,150 new specimens, including this extremely rare 375 million-year-old armoured fish, which is thought to be a new species to science.



Elemental research

CMN is actively engaged in researching the natural modes of occurrence of rare elements such as boron, which is used in the production of such high-tech components as superconductors and laser crystals.



Fostering Canadian minds

CMN's Nature Discovery Fund provides financial support for graduate students and scientists such as Tonya Mousseau, a Master's student at the University of Manitoba, who is researching a small group of aquatic beetles known as Haliplidae.



PHOTO: DAVID WADE

Virtual classroom

High-speed Internet upgrades at the Victoria Memorial Museum Building allow the Museum's Dr. Kathy Conlan to teach two classes simultaneously, one in Ottawa and one in Igloolik.



PHOTO: DOUG MILLAR

Web visits at high tide

With more than 2.7 million unique visits, the Museum's Web site experienced a 39 percent increase in traffic, and won praise from *Forbes Magazine* for being one of the best natural history Web sites.



Natural stars

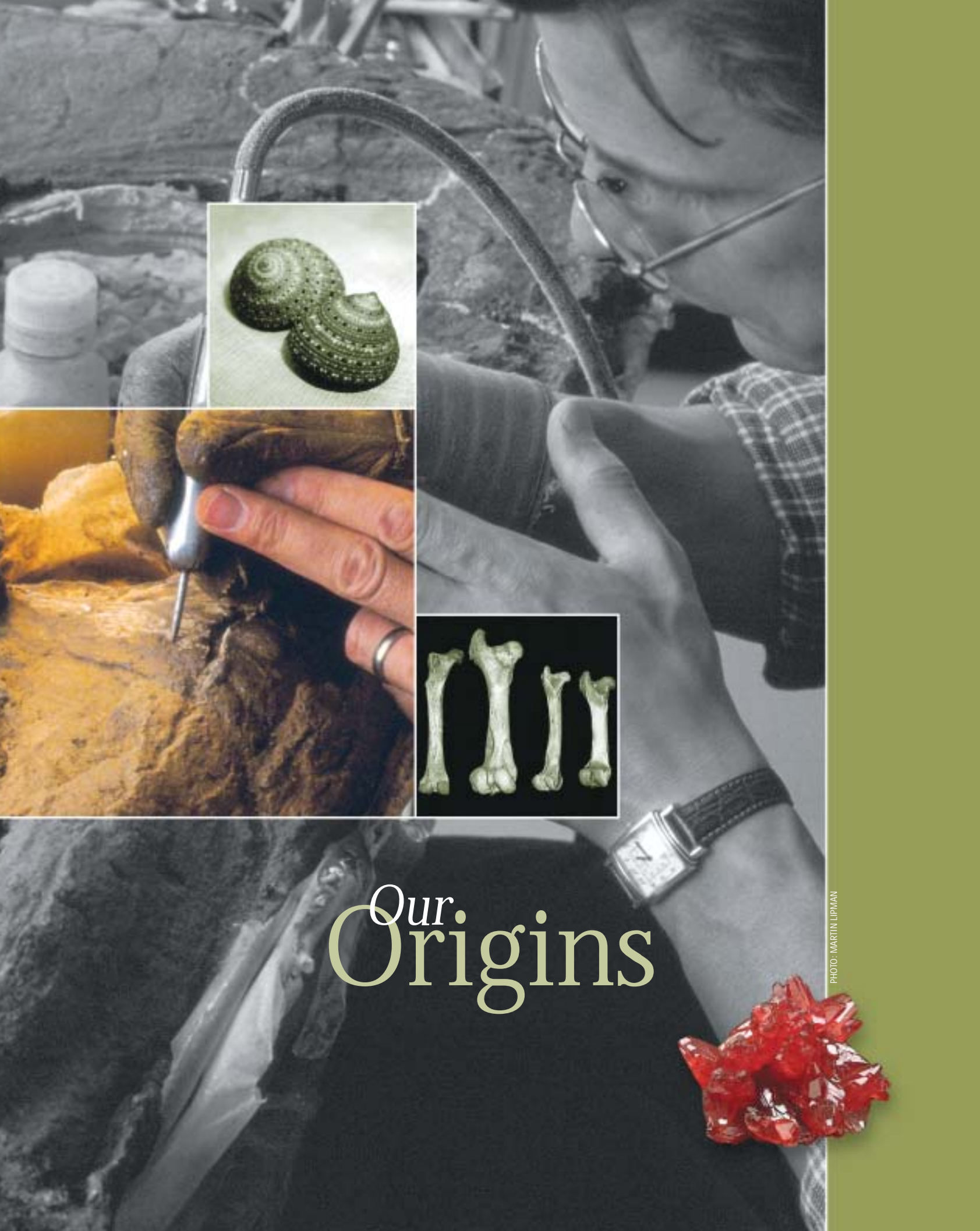
It's in Our Nature, a co-production with Rogers Television and the Royal Canadian Geographical Society, reached a broadcast audience of 1,130,000 during the first season.



- ▶ New Scanning Electron Microscope is installed and CMN is the first museum to have such a device
- ▶ New GIS/Multimedia lab is opened in September and Photoshop sessions are organized to upgrade skills for maximum use
- ▶ Live video conferencing takes place at the Victoria Memorial Museum Building
- ▶ New classification system is completed in partnership with the Public Service Alliance of Canada Union (PSAC). CMN also concluded a new collective agreement with PSAC
- ▶ Service Recognition Ceremony was held in March 2002 – 18 employees are recognized for service of 10 to 30 years
- ▶ Volunteers are celebrated as part of 2001 Year of Volunteers, and four outstanding volunteers each reach 25 years of service

Self-generated Revenue

- ▶ Good progress to date on fundraising activities with support from Genome Canada and Canadian Institutes of Health Research (the contributions will total \$1.5 million) and negotiations continue with COMPAQ Canada and others
- ▶ Admissions revenues exceed annual targets by 18.6 percent and are 17.4 percent higher than last year
- ▶ Family fundraising campaign exceeds goal by 20 percent



Our Origins

PHOTO: MARTIN LIPWAN



T

he Canadian Museum of Nature (CMN) originated in the Geological Survey of Canada (GSC), formed in 1842 by Sir William Logan. In 1843, Sir William and his assistant, Alexander Murray, returned from their first field expedition – a geological survey of southern Ontario and Quebec – with hundreds of specimens and nowhere to store them. Sir William's brother, a businessman, let him store the specimens in a room above a warehouse in Montreal. There he and Murray spent the rest of the year unpacking, labeling, cataloguing and re-packing the specimens in numbered boxes – creating the Museum's first collection.

In 1851, Sir William developed a beautiful display of Canadian economic minerals for the Great Exhibition of 1851 in London, England. The Survey's first exhibit work was enormously successful. "Of all the British colonies," the Exhibition Committee declared, "Canada is that whose exhibition is the most interesting and the most complete." Sir William's enormous success in London strengthened public support for the GSC, and set a precedent for the Museum's popular travelling exhibitions.

The years 1867-1907 were an exciting period of growth for the national Museum. The GSC's field officers studied, collected and reported on the country's topography, climate, flora and fauna, geology and mineral resources, as well as on Canada's aboriginal peoples.

First Purpose-built Museum

In 1912, the Victoria Memorial Museum Building opened its doors to the public with spectacular exhibits – in beautiful new display cases – of Canadian minerals, birds and fossils. The building commemorates Queen Victoria who died in 1901.

Charles M. Sternberg discovered the bulk of dinosaurs in our collections in southwestern Alberta and shipped them back to Ottawa. The skeleton of *Edmontosaurus* was the first dinosaur mounted for public display in Canada in 1913 and is still on view in the Life Through the Ages Gallery.

Parliamentary Connections

After a fire destroyed the Centre Block of the Parliament Buildings in 1916, the seat of government moved temporarily to the Victoria Memorial Museum Building. The House of Commons sat in the auditorium for four years while the Senate occupied the Hall of Invertebrate Fossils. Sir Wilfrid Laurier never returned to the Hill. He died in 1919 and his body lay in state surrounded by flags and flowers in the Museum's auditorium.

The Victoria Memorial Museum Building has been designated the third most important heritage building in Canada by the Federal Heritage Building Review Organization, after the Parliament Buildings and the Parliamentary Library.



New Beginnings

CMN became a Crown corporation on July 1, 1990, with a new mandate to increase interest in, knowledge of, and appreciation and respect for, the natural world throughout Canada and internationally.

By this time, the Museum's operations were scattered over 13 buildings throughout the National Capital Region where CMN's treasures were kept in less than ideal environments. A long-term project was initiated to consolidate all operations except exhibits and public programming activities into one new building.

The Natural Heritage Building in Gatineau (Aylmer area) was inaugurated in May 1997. With its leading-edge technology, the new collections and research facility is designed to foster advanced collection management and protection techniques necessary to safeguard Canada's natural history collection. It is also the birthplace of our exhibits and special displays.

Ten million specimens, including tiny dried flowers, delicate arrays of pinned insects and two-tonne dinosaur fossils, were carefully packed and moved from different locations around the National Capital Region to the new facility. CMN received a Canadian Museums Association Achievement Award for the move in 1998.



Looking Ahead



A New Vision – Connecting People with Nature

After a four-year period of consultations, reappraisal, pilot projects and planning workshops with colleagues from across Canada, the Museum has developed a new vision and a new model of national service.

In January 2002, CMN outlined a new vision of national service to engage Canadians through new programmes and initiatives on issues of importance to them. The new vision included an investment strategy for the rehabilitation and upgrades to transform the Victoria Memorial Museum Building. The Museum also announced plans to work with partners to create new galleries, develop innovative and topical travelling exhibitions, and extend the impact of scientific collections, research and educational programming.

CMN's goal is to be an engaging and trusted resource for the development of a sound, knowledge-based relationship with the natural world. To support this, the Museum will:

- ▶ safeguard the collections it holds on behalf of all Canadians and continue to build a consistent physical and documented record of the natural environment of Canada;
- ▶ create new knowledge and increase public understanding of the complexity and diversity of the Canadian natural environment and of issues concerning Canadians' relationship with this environment;
- ▶ support informed decision making and debate about natural science and sustainability.

The *Natural Partnerships Campaign*, officially launched in January 2002, will provide critical support for the Museum's renewal strategy by raising \$10 million to help develop topical new permanent galleries, create dynamic travelling exhibitions and present innovative programmes. Six priorities make up the primary thrust of this campaign – new galleries on the Nature of Humans, Fossils and Water, as well as the Discovery Centre, the Canadian Centre for Biodiversity, and Nature Access, which will provide continuous access to the Museum's vast collections and data via the Internet.

The rehabilitation of the Victoria Memorial Museum Building is a stepping-stone of the renewal strategy. With funds now secured from the Government of Canada, the Museum has selected a joint venture consortium of architects to plan and implement the work. The consortium comprises three notable firms from Ottawa (Barry Padolsky Associates Inc.), Toronto (Kuwabara Payne McKenna Blumberg) and Quebec City (Gagnon, Letellier, Cyr).

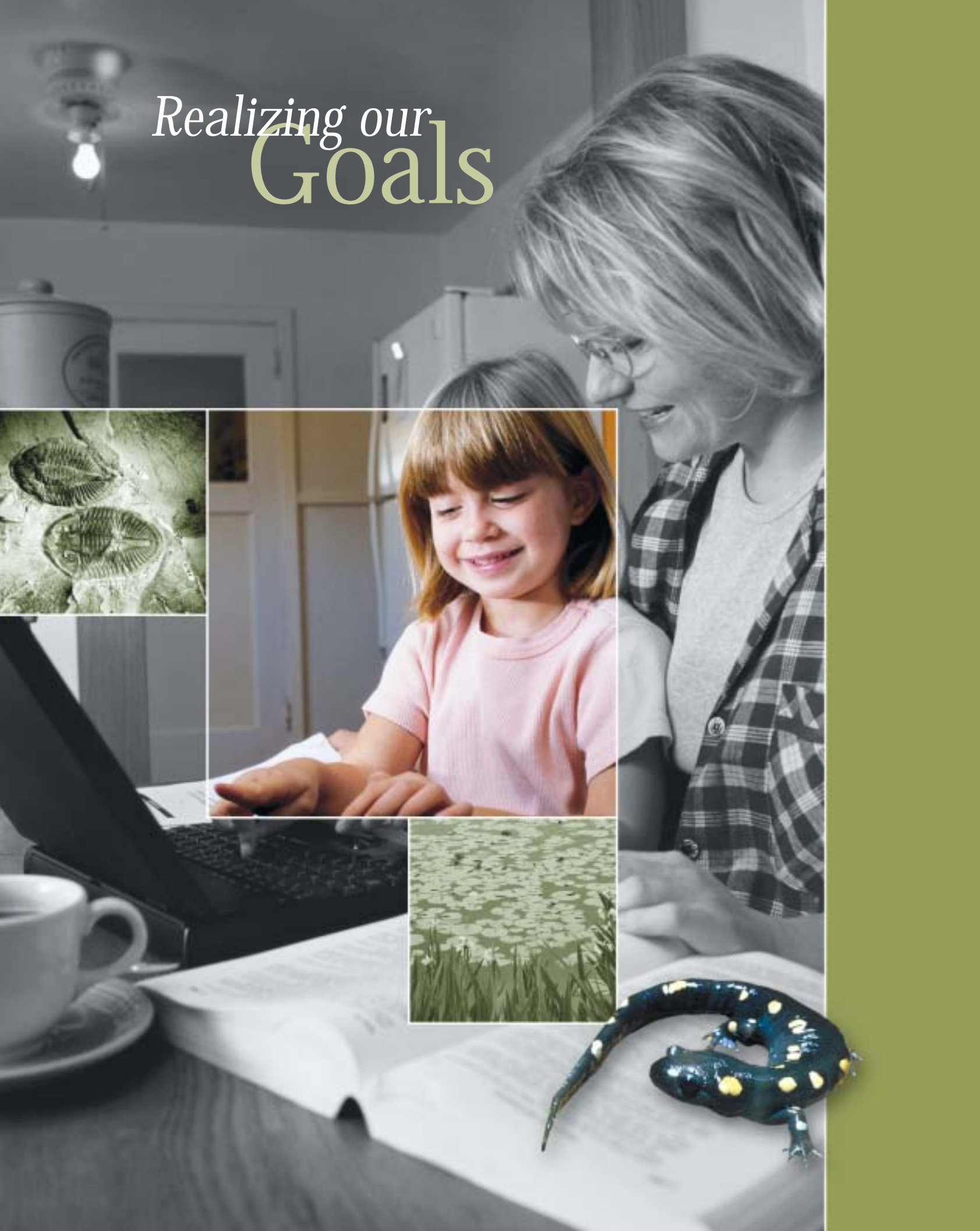
The year ahead will be a period of transition for the Museum. It will be the final year for the existing strategic plan and a time to prepare for implementation of the new strategic vision and plan for 2003 to 2008. Staff, Board members and volunteers took part in a two-day session in June 2001 that laid the groundwork for the first formal draft of the new strategic plan. Subsequent management team planning sessions in September identified key strategies and timelines. An Implementation Planning Team is now working on the transition to the new strategic vision.

With vital new education and information offerings created during implementation of the renewal programme, CMN will engage many generations of Canadians in meaningful consideration of their natural environment. The Museum will use its resources to ensure that joint programmes extend beyond its own physical space and those of its partners to reach more people, and that Canadians have access to timely, objective and authoritative information about important natural history issues.



PHOTO: MARTIN LIPMAN

Realizing our Goals



Increase national service and impact

A key source of knowledge in the natural sciences:

One of the Museum's four major goals this past year was to serve, at home and abroad, as a credible source of knowledge in the natural sciences and as an active member of the museum community in order to further Canadians' understanding of the natural world and their appreciation for their natural heritage.

Visiting the Museum On-line

This year, CMN continued to make good progress on the huge project of making its data available for research and general information. Staff created a total of 41,000 new collections records, exceeding the objective of 30,000 by 37 percent. Almost 500,000 national collections records are now available electronically. Building on the base of collections documentation and continuing with the strategy of sharing information, the Museum contributed 79,600 records to the Birds of Canada and Fishnet Web projects as part of the Canadian Biodiversity Information Facility. In addition, 18,852 records were provided to researchers and government agencies under collections data release agreements.

Traffic continued to increase on the Museum's Web site **nature.ca**. There were over 2.7 million unique visits, 39 percent more than last year. *Forbes Magazine* highlighted **nature.ca** in its "Best of the Web" publication, which comes out five times a year. The award and a follow up article in the *National Post* made more people aware of both the Web site offerings and the Museum. The **nature.ca** Press Room, jointly developed by Communications and the Web team, was cited by MuseumMarketing Tips.com as an example of "best practices" with reference to the sections "Need an Expert" and "Tips for Science Journalists."

There were many new postings including a new section for donations. The most significant posting was "The Nature of the Rideau River," jointly developed by the Web team and the Canadian Centre for Biodiversity. It contains over 110 pages, illustrated with beautiful photographs, presenting the research results of the three-year study as well as popular and educational material. The content and approach was focus-group tested with professional, local community and high school student users.

Collaborative efforts with the Canadian museum community and the Canadian Heritage Information Network were evident in two Virtual Museum of Canada projects that were approved and are in development. The first is with the Musée de la civilisation in Quebec entitled "Du roc au métal" (From Rock to Metal). The second Virtual Museum project involves a number of partners



such as the Canadian Museum of Civilization, Parks Canada and the Geological Survey of Canada and is entitled "Northern People and Northern Knowledge: the Canadian Arctic Expedition of 1913-1918."

Expanding and Preserving the Collections

CMN acquired 23,489 new specimens to expand the collection, including a fossil fish from Ontario that is a very rare, nearly complete placoderm, a 375 million-year-old armoured fish, and appears to be a new species to science. Darlene Balkwill of Collections Services negotiated an exchange of whale specimens with the Royal Ontario Museum; our buried blue whale carcass in exchange for a cleaned, prepared sperm whale skeleton. Among the donations received was a significant narwhal tusk, one of the largest known to exist, measuring 2.8 metres.

The Museum is completing a long-term collection development plan in consultation with other Canadian collection-holding institutions. A committee established last year has produced a consultation draft Collection Development Plan that was reviewed by CMN staff and 124 external stakeholders.

CMN also conducts research in collection management and conservation, applying this knowledge to the care of the national collection and sharing it with other collections-holding institutions. This year, the Museum's Collections Management and Conservation Research Centre worked to develop a holistic and rational model of collection management. In particular, a hierarchical model relating causes of damage to and loss from collections was developed.



CMN staff made presentations on risk assessment and conservation planning at conferences nationally and internationally. For example, Robert Waller delivered a risk assessment training workshop to the Leisure and Cultural Services Department in Hong Kong. This revenue-generating contract provided a good opportunity to apply the Museum's risk assessment methodology to a wide variety of heritage collections.

Many researchers apply each year to work in the collections. This year more than 88 scholars and graduate students from Canada and abroad visited CMN to do research in the collections.

Searching for New Knowledge

CMN is a world leader in systematics research – the identification and classification of all forms of nature including minerals, fossil plants and animals, and recent fauna and flora. The Museum's scientists conduct research both on the collections and in the field, which takes them to all parts of Canada and abroad as part of international research teams. Our internationally respected researchers apply their expertise to projects in biodiversity, palaeobiological studies and rare elements. They share and communicate their research findings with scientists and the Canadian public. This year they spent a total of 241 days on fieldwork. This was 20 percent fewer days than last year, but the number varies considerably from year to year depending on staff priorities, length of projects and available funding.

Issues in Biodiversity

The Issues in Biodiversity project focuses on understanding and managing biodiversity through basic systematic and ecological research. The invaluable information in our collections – combined with the expertise of the scientific staff – make CMN an essential partner in addressing the challenging issues related to the diversity of life forms on Earth. The research findings will also inform the design of new Museum exhibitions, the new Nature of Humans Gallery, the new Water Gallery and the Nature Discovery Fund.



Highlights this year included:

- ▶ The Rideau River Biodiversity Project involves a large number of CMN researchers with community partners. Among the topics studied this year were the environmental assessment of microscopic algae in Canadian freshwater systems and the impact of exotic species on native freshwater clams in Eastern Ontario watersheds.
- ▶ Dr. André Martel completed his term as Assistant Director at the Bamfield Marine Station, a teaching and research facility on the western edge of Vancouver Island, and returned to Ottawa. The Museum will send a replacement when a candidate is available to continue this fruitful collaboration.
- ▶ Dr. Robert Anderson was awarded an Operating Grant from the Natural Sciences and Engineering Research Council in the amount of \$10,000 per year over four years for a project entitled "Biodiversity and Conservation of Canadian Beetles." He is an Adjunct Faculty member at McGill University, where the funds will be used to support graduate students working on the project.
- ▶ Dr. Kathy Conlan is part of a multi-disciplinary team that was awarded funding from the U.S. National Science Foundation for three years of research in Antarctica beginning this year. She also lectured and gave hands-on instruction on marine biology to Students on Ice in the Antarctic Peninsula in December 2001.
- ▶ Paul Hamilton went to Indonesia on a research trip as part of a five-person Canadian team examining lakes on Sulawesi Island. These lakes are special because they have many endemic species and represent one of the few remaining areas in the world with this unique biodiversity. This is year four of the research, funded by INCO Canada and INCO International, which has a mining and processing complex on the island.



The Canadian Centre for Biodiversity is a key Museum initiative, which complements the interests and activities of the Issues in Biodiversity project, and was established to assist Canada in fulfilling its commitment to the Convention on Biological Diversity.

What fossils can tell us

The study of past biological diversity is critical to our understanding of the origin and evolution of living animals and plants. By describing fossil animals and plants, their evolutionary adaptations and the environments in which they lived, our researchers can help modern biologists predict how animals and plants in today's settings would react to similar environmental stimuli and aid in predictions of change in modern and future biodiversity. The research results will also help CMN develop the new Fossil Gallery and the Nature of Humans Gallery. Fieldwork this year included the following:

- ▶ Dr. Jaelyn Eberle, with co-principal investigator Dr. Louie Marincovich (California Academy of Sciences), received a National Science Foundation grant for US \$25,000 for Arctic fieldwork on Ellesmere Island. As co-leader of an eight-person international expedition in July, Dr. Eberle discovered two new taxa of fossil mammals and other fossils of vertebrates and mollusks.
- ▶ Dr. Alison Murray spent two weeks on board a research ship in Davis Strait, trawling for Arctic fishes with a joint Fisheries and Oceans Canada and Greenland Nature Institute team. About 35 lots of fishes were collected for the Museum, including many uncommon species.
- ▶ Dr. Xiao-Chun Wu worked for six weeks in China, doing fieldwork on the vertebrate fauna and stratigraphy of the Upper Cretaceous and Lower Paleocene of the Shanyang Basin in the Qinling Mountains, central China. He also spent four weeks in the field in Alberta, working on Late Cretaceous dinosaurs with colleagues from the Royal Tyrrell Museum of Palaeontology.



PHOTO: MARTIN LIPMAN



The value of rare elements

Although rare elements such as boron make up only a small percentage of our planet, they have high-tech applications such as superconductors, laser crystals and depression medication. Yet few people are aware of them or of Canada's role as a producer of rare elements. CMN's research in this field is designed to increase the knowledge, understanding and appreciation of the natural modes of occurrence of this economically important group of elements. One major project this year was:

- ▶ Scott Ercit completed fieldwork in Madagascar where he was part of an international team of 25 scientists and senior officials who studied rare-element pegmatites of Madagascar.





PHOTO: MARTIN LIPMAN

Recognition of a lifetime contribution

Dr. C. Richard Harington, CMN Researcher Emeritus and Research Associate, was appointed an Officer of the Order of Canada for his lifetime achievement in the research of Ice Age mammals of Canada. He helped expand the Museum's collection of vertebrate fossils to more than 40,000 specimens, one of the best of its kind in the world. Visitors to the Victoria Memorial Museum Building can encounter an example of this legacy in three life-sized models of woolly mammoths that grace the lawn. Dr. Harington was the scientific consultant for their construction and one of the models is based on a nearly complete skeleton that he and a field assistant discovered along the shores of a Yukon river in 1967.



On February 18, 2002 (Canadian Heritage Day), Dr. Harington received a Lifetime Achievement in Heritage Award from the Yukon Historical and Museums Association. The award recognizes his long and distinguished career as a vertebrate palaeontologist with the CMN and his contributions to Yukon palaeontology in particular. Dr. Harington has made extensive collections of Ice Age vertebrates especially from the unglaciated country near Dawson City and Old Crow. He has also spent innumerable hours at Yukon museums organizing, classifying and identifying their fossils.

Developing Partnerships and Networks

CMN plays an active role with partners in articulating national and international requirements and priorities of the scientific and museum communities. And staff members take lead roles in facilitating and contributing to national networks of scientific and museum expertise.

Discussions continued with national collections-holding institutions to further small-scale working partnerships. CMN worked with the Canada Science and Technology Museum to develop a forensics exhibition and provided support to the National Archives in the development of a food and drink exhibition. In addition, CMN made arrangements to host the travelling exhibition *Iceland: Land of the Vikings* to complement the Vikings exhibition at the Canadian Museum of Civilization.

CMN participated in a number of national and international committees working on issues and policy development in biodiversity including:

- ▶ Committee on the Status of Endangered Wildlife in Canada (COSEWIC);
- ▶ Ecological Monitoring Assessment Network (EMAN);
- ▶ Interdepartmental Working Group for the Council of Science and Technology Advisors;

and organized meetings for the Canadian committee of the International Union for the Conservation of Nature (IUCN).

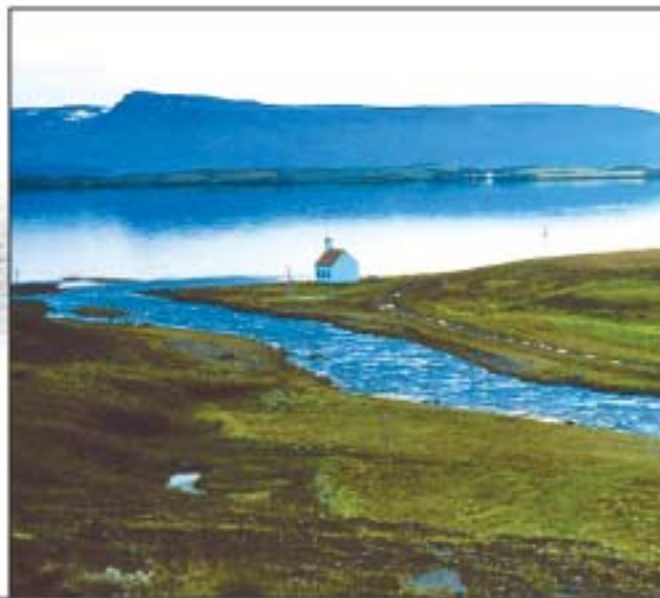


PHOTO: PALL STEFANSSON

On behalf of the Federal Biosystematic Partnership (FBP), the Museum raised \$20,000 through Environment Canada to complete a needs assessment for biosystematics and bioinformatics with science-based departments and agencies.

Anne Breau represented the Museum at a round-table discussion organized by Environment Canada on developing "A National framework on Environmental Learning and Sustainability". This framework will be presented by the Government of Canada at the World Summit on Sustainable Development in Johannesburg in August 2002. CMN is seen as a key supporter constituent in developing this national framework.

Mark Graham chaired the Tri-Council Working Group of Scientific Collections, which has finalized guidelines for researchers collecting research specimens. The guide is available at the Web site of the Natural Sciences and Engineering Research Council (NSERC) and will be used in talks between NSERC and university heads when discussing obligations that come with research funding.

Staff members also hosted and participated in various meetings related to collections and museums management and held positions on the governing boards of a number of professional associations, including the Preservation of National History Collections, the Collections and Research Special Interest Group of the Canadian Museums Association, the Society of Vertebrate Paleontology and the Canadian Society of Zoologists.



PHOTO: CMN ARCHIVES

Sharing Expertise at Home and Abroad

Museum staff members share their learning with colleagues, students and the general public through lectures and special courses at CMN facilities and other museums, universities and colleges nationally and internationally. Our researchers held 13 professorships or adjunct professorships at Canadian post-secondary institutions this year. Other activities included:

- ▶ Dr. Xiao-Chun Wu acted as an advisor for students at Carleton University and the Chinese Academy of Sciences in Beijing. He also gave two invited talks at an International Round Table Discussion of Mesozoic Reptiles at the National Sciences Museum of Japan in Tokyo.



- ▶ Dr. Hugh Danks continued his consultations about research and Biological Survey-related projects during travels across the country to field stations and the universities of Alberta, Manitoba, Winnipeg and McGill. He gave seminars and lectures on various topics in biodiversity and seasonal adaptations as well as talks about the Biological Survey itself. Dr. Danks also presented an invited lecture about the wide range of dormancy responses in insects at the IVth European Workshop of Invertebrate Ecophysiology in St. Petersburg, Russia. A paper from that lecture is now in press.
- ▶ Drs. Steve Cumbaa, Jaelyn Eberle, Xiao-Chun Wu, Alison Murray and Rob Holmes worked with Carleton University Earth Sciences faculty to develop courses for an undergraduate concentration in vertebrate paleontology. The new courses will be taught on a contract basis.
- ▶ Jean Lauriault, in collaboration with Claude Hamel of the Université du Québec à Montréal, gave Biodiversity training workshops in Vietnam. These workshops are sponsored by the Institut de l'énergie et de l'environnement de la Francophonie (Agence de la Francophonie).

CMN's Nature Discovery Fund helps support research in the field of systematics and promote the discovery of life on earth. This year a grant was awarded to University of Manitoba student Tonya Mousseau for her study *Exploration of stream habitats containing new species of Brychius (Coleoptera Haliplidae) in Manitoba*.



Better demonstrate the value of the work done by CMN

Exhibitions and programmes that reveal the natural world:

The second major goal of the Museum this year was to share and communicate the nature and results of work done by the institution locally and nationally, and to seek broad community participation in CMN activities and programmes.

Expanding Our Reach

Despite a slowdown in tourist activity in the National Capital Region, the Victoria Memorial Museum Building was one of the few national museum attractions to show an increase in attendance over the summer months. For most museums, attendance was significantly lower than the previous year. Tours of the Natural Heritage Building in Gatineau (Aylmer area) also did not slow down during the summer months and CMN played host to visitors from Canada, Israel, Poland, France, Italy and the United States.

Travelling exhibitions continued to be popular with *Passionate Vision*, *From Crystals to Gems*, *My Name is Nanuq*, *Cry of the Loon* and *Our Feathered Friends* opening in various cities across Canada. After a previous cross-Canada tour, the hugely popular exhibition *Monarca* – describing the life-cycle of the colourful butterfly – toured the United States before moving to its permanent home at the Museo de Historia Natural in Mexico City as a gift from CMN and the people of Canada.

The Museum completed plans for the *Green Legacy* exhibition on rare and endangered Canadian plants, in partnership with Royal Botanical Gardens. A 300 sq. metre exhibition will open in the spring of 2002 and a 150 sq. metre national component of this exhibition will travel to other museums across Canada in the fall. As part of the project, CMN has developed an outreach educational package with tools to foster good stewardship of plant diversity and best practices at the community level. A workshop template will be produced for other travelling exhibition venues across Canada.

Developing New Galleries



CMN continues to develop innovative applications of our knowledge of natural science and museology to issues of interest and concern to Canadians, as revealed in surveys of visitors to the Museum and the general public. The *Natural Partnerships Campaign* will provide critical support for the Museum's renewal strategy by raising \$10 million to help develop topical new permanent galleries.

The new *Nature of Humans* permanent exhibition will explore the human species and its environment in the context of life on Earth. A national travelling exhibition on genomics will develop an understanding of the link between genomics, biodiversity and environmental health and, by components, will eventually form part of the permanent exhibition. *Putting the Gees! in Genome* is being developed in partnership with Genome Canada and the Canadian Institutes of Health Research.

The new permanent Fossil Gallery will showcase Canada's wealth of fossil finds and reveal the mysteries of one of the most dramatic periods in the history of our planet: when dinosaurs ruled the earth, then became extinct. It will also provide the backdrop for the national educational programmes that explore issues of climate change, species extinction and evolution.

A full-size model of a *Daspletosaurus* dinosaur (cousin of the T-Rex) developed for the new Fossil Gallery was installed and unveiled in the atrium of the Victoria Memorial Museum Building. The Museum's Web site, nature.ca, featured the unveiling, which was supplemented by special programming explaining the process of creating a life-sized dinosaur model. The Museum has acquired major skeleton casts for the new Fossil Gallery including a five-metre *Archelon ischyros* skeleton (Sea turtle) and a *Ambulocetus natans* (Tertiary whale). We will be showcasing some of them starting in October 2002, in concert with *The Great Asian Dinosaurs! Unique Fossils from Russia's National Collection*, a travelling exhibition from the Palaeontological Institute of the Russian Academy of Sciences in Moscow.





PHOTO: RIK VAN GUKTENKAMP

Planning also progressed for the Water Gallery, including concept development for a travelling component that will raise national awareness about the complex relationship between water and environmental health.

The planned Discovery Centre will create the essential link between scientist and non-scientist by making the Museum's storehouse of research and knowledge accessible, understandable and relevant. A family and child-focused national outreach initiative will bring the Discovery Centre to regions of Canada.

Interpretive Activities

Most members of the Collections Services division participated in the summer-long interactive programme at the Victoria Memorial Museum Building called "*Spectacular Specimens*," which featured the Museum's Collections and Research activity and was very popular and successful with visitors. Drs. Xiao-Chun Wu, Jaelyn Eberle and Steve Cumbaa took part in a highly successful "*Meet the Scientists*" event in January 2002, keeping the public aware of our research on feathered dinosaurs, fossil mammals, and living and extinct sharks.

The *Perspectives on Nature* lecture series proved popular again this year with fall presentations on *Natural Rhythms: A Musical Experience*, *Wolves of Algonquin Park*, and *The Grizzly Bear In Banff National Park*. Rogers Television recorded the lecture on wolves and the one on grizzly bears as part of the *Perspectives on Nature* series. They will be broadcast as part of their Podium series. A link with the Canadian Parks and Wilderness Society was established to promote the series.

Community and School Programmes

Community-based exhibitions enable CMN to increase exhibition offerings on a shared-cost basis while creating partnerships with local and regional community groups.

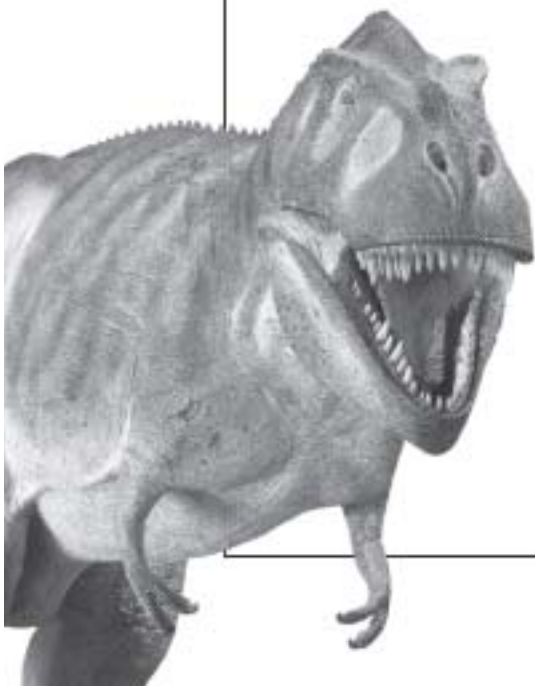
Echoes in the Ice, a joint project with Natural Resources Canada, opened in the Community Gallery on January 15, 2002 for three months. The exhibition was supported with advertising and public relations activity. The Museum collaborated in the development and presentation of *Ikebana* with the Canadian Tulip Festival and provided support to the Centre for Traditional Knowledge for the *National Aboriginal Day Mini Pow Wow* with approximately 1,000 participants.

There were special activities for Oceans Day and for Earth Day weekend, with people from the community coming to the Museum to talk to the public about recycling, environmentally friendly products, natural gardening, and other "green" topics.

In 2001-02, approximately 50,000 children participated in school group visits (self-guided, guided and unguided tours), which is an increase of 5.4 percent from last year. The *Outdoor Classroom* programme offered during May and June, in partnership with the National Capital Commission in Gatineau Park, was also very successful with an increase of 21.8 percent from last year. The Ottawa Regional Science Fair displayed 103 different school projects.

Learning through Multimedia

The new High-Definition Cinema installed last year is drawing strong audiences. A total of 27,000 people viewed HD this year, with over 12,000 people attending the summer feature, *Diving with the Great Whales*, in July and August 2001. HD Cinema also provided screenings for school groups. CMN produced French versions of *Anansi* and *Koi and the Kola Nuts*, which were featured over the Christmas holiday period. CMN leads the development of an HD series treatment on a dinosaur theme in collaboration with the Royal Tyrrell Museum, with the Carnegie Museum also expressing an interest.



The first season of *It's in Our Nature* finished its broadcast run. The 11-episode series *It's in Our Nature II* (a co-production with Rogers Television and the Royal Canadian Geographical Society) began its broadcast run in January 2002. The first series broadcast will be in the Ottawa region, airing three times a week. It will also be shown in Newfoundland and Labrador, New Brunswick and possibly Nova Scotia. The 2001-02 broadcast audience was 1,130,000.

The Green Channel signed an agreement to broadcast *Rivers: Reflections of Life* for three years, starting in January 2002. This half-hour documentary about the Rideau River Biodiversity Project was co-produced by CMN and Carleton Productions.

Fostering Environmental Stewardship

As part of CMN's *Environmental Stewardship Programme*, high school students participated in a six-week summer programme of fieldwork at the Gatineau (Aylmer area) site. The partnership with Grande-Rivière high school continued with a new group of 12 students participating in capacity building in environmental stewardship from October 2001 to June 2002. François Génier from the Collections Services division trained the students to pin, sort and identify beetles from the project site.

Communicating Our Successes

Media relations activity in 2001-02 resulted in coverage of various research and programming activities at CMN. Highlights included national and regional coverage for the identification of a new species of dinosaur and the Arctic fossil-hunting expedition of Dr. Jaelyn Eberle. There was also extensive coverage of the announcement of the Museum's new vision in January 2002 and plans for the national travelling exhibition on genomics.

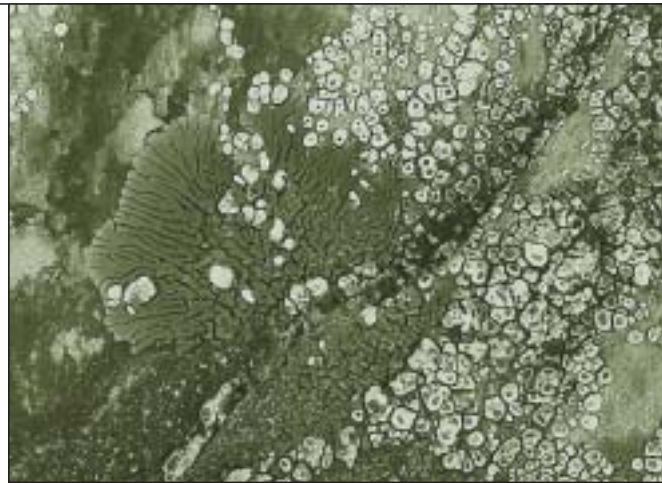


PHOTO: IRWIN BRODO

Other coverage focused on seasonal programming and special initiatives such as Students on Ice and our *Perspectives on Nature* lecture series.

New concepts were developed for key brochures and the calendar of events. As well, CMN redesigned its biannual newsletter *Nature Scene*, which is available to the public and is mailed to about 4,000 members, stakeholders and select media.

CMN held a public launch to announce the publication of a monumental new guidebook, *Lichens of North America*. This work culminates a 40-year scientific career for principal author Dr. Irwin Brodo, Researcher Emeritus with the Museum and a world authority on lichens and their biology. Eight years in the making, *Lichens* is an up-to-date and accessible compendium, written for the layperson and professional alike. It is illustrated with more than 900 stunning, colour photographs and published by Yale University Press in collaboration with CMN. The book launch received strong media coverage in local and U.S. newspapers as well as on CBC Radio and the Discovery Channel.



Figure 1 – Audience Reach

	2001-02	2000-01	1999-00	Variation % 2001-02 vs 2000-01	Projected 2002-03
Local attendance (after-hour, open-hour, NHB, NCR)	295,246	314,554	348,396	(6.1)%	319,000
High attendance venues	477,800	371,000	375,000	28.8%	505,000
Multi-media (TV) ⁽¹⁾	1,130,000	1,038,750	4,815,000	8.8%	1,210,200
Unique Web site visits	2,795,767	2,008,558	1,312,428	39.2%	2,225,000
Travelling Exhibitions	320,580	350,500	119,000	(8.5)%	264,000
Purchase CMN products ⁽²⁾	62,611	1,924	72,318	3154.2%	1,000
Number of school group visits	1,189	1,141	982	4.2%	1,100
Number of participants in school group visits ⁽³⁾	49,556	46,995	40,441	5.4%	46,300
Number of people participating in guided tours	2,955	1,884	1,366	56.8%	1,700
Number of people participating in workshops	8,182	9,524	9,495	(14.1)%	9,400

NOTE:

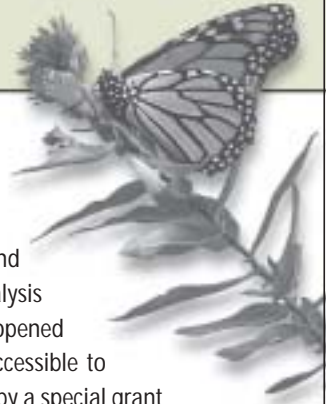
(1) This category covers television programs that have been produced or co-produced by the Broadcast and Multimedia Unit.

(2) Products sold this year are extremely high due to the liquidation of Somerville products. Andrews McMeel Publishers have sent us an update of the stock that was sold to them by the liquidation firm handling the Somerville bankruptcy.

(3) The number of participants in school group visits for fiscal year 2001-02 is an estimate and based on 2000-01's ratio of participants per group.

Put in place, maintain and improve an effective and efficient infrastructure of systems and facilities

A working environment that maximizes service and value:
The third major goal in 2001-02 was to ensure that all support systems of the institution promote maximum effectiveness and efficiency of operations and enable all work units to maximize their contribution to the service and value of the Museum.



Renewal Programme Moves Ahead

The first phase of the long-anticipated Victoria Memorial Museum Building Renewal Programme got underway. What began as a significant health and safety upgrade has become an opportunity to transform and renew a significant heritage building. The renewal strategy will allow CMN to implement our new vision of national service to Canadians with contemporary exhibitions and outreach programmes.

A functional programme/demonstration plan was prepared by Lundholm Associates. Many studies were completed, including seismic and geotechnical issues, the building envelope, a health and safety code review, and reviews of boutique operations and food services.

Through a competitive bidding process, the Museum has selected a joint venture consortium of architects to plan and implement the work, comprising three notable firms from Ottawa, Toronto and Quebec City (Barry Padolsky Associates Inc., Architects; Kuwabara Payne McKenna Blumberg Architects; and Gagnon, Letellier, Cyr, Architects respectively).

Providing Better Tools

A new state-of-the-art science computer lab featuring high-end GIS, multimedia and statistical analysis capabilities was developed and opened in September 2001 and is now accessible to all CMN staff. The lab was funded by a special grant from Treasury Board for new equipment to increase the Museum's scientific research capacities. CMN offered training sessions in multimedia and other specialized applications to all staff in an effort to upgrade the skills of employees and maximize the use of this excellent facility.

The Museum also acquired and installed a new Scanning Electron Microscope as part of the Treasury Board grant. It will enable CMN scientists to perform fine examination of surface sculpture and ornamentation of biological organisms without damaging specimens. CMN is the first museum in Canada to have such a device.





PHOTO: CMN ARCHIVES

CMN transferred its network operating system from Novell to Windows NT. The migration consolidates our network infrastructure to one operating system and to one network/transport protocol in order to simplify operations and improve system efficiency and reliability.

A comprehensive Desktop Utility contract was negotiated with Compaq in the fall of 2001. The contract includes the provision of desktop/laptop PC computers to meet the Museum's needs over the next four-and-a-half years as well as several new or enhanced services and improved service levels.

A high-speed Internet connection was set up in the Victoria Memorial Museum Building auditorium to enable the reception of live video for regional and cross-country video-conferencing.

Providing a Supportive Working Environment

CMN's new classification system formed part of the collective agreement that was ratified by Public Service Alliance of Canada (PSAC) employees and approved by the Board of Trustees. The agreement fulfils the Museum's obligation in relation to Pay Equity for the period starting in June 1999.

CMN completed its core competencies documents, implementation strategy and communication plans.

Staff developed and implemented new policy and procedures for the management and handling of chemicals and other hazardous materials. A general review of access to the laboratories was carried out to ensure that every lab user has proper training and orientation in lab procedures and protocols.

A Service Recognition Ceremony was held in March 2002 in conjunction with the meeting of the Board of Trustees. This year, 18 employees were recognized for service ranging from 10 to 30 years.



PHOTO: DAN SMYTHE

Recognizing the Contribution of Volunteers

CMN invited five of its volunteers to participate in the strategic planning for 2003-08 consultation session. Banners thanking volunteers were placed in the lobby of the Victoria Memorial Museum Building and at the entrance of the Natural Heritage Building to celebrate the International Year of Volunteers in 2001. The volunteer appreciation dinner was held in May.

This year, four women celebrated 25 years of dedicated service as CMN volunteer educators. Arlene Neilson, Jane Merlin, Joan Rowed and Phyllis Edson have been part of the volunteer program since its inception in 1977, and have shared their expertise and passion for the natural sciences with thousands of schoolchildren visiting the Museum.



Increase self-generated revenue

Raising funds for growth and development:

The fourth and final goal of the Museum this past year was to access additional resources in order to enhance its programme of services and its value to Canadians.



National Campaign on Target

CMN launched the *Natural Partnerships Campaign* in January 2002. The national campaign goal is \$10 million in new funding, and another \$6 million to support the needs of the vision will be sought through future fundraising activities. DVA Navion was contracted to manage the campaign. Results are strong and encouraging and partnerships have been or are being negotiated with Genome Canada, the Canadian Institutes of Health Research, Compaq Canada and others.

Seeking New Sources of Revenue

The Ventures Team created last year to develop new revenue-generating projects launched its first product – Dino fossil casts. In addition to being sold at CMN, the product is also on display in the boutiques of the Canadian Museum of Civilization, the Royal Saskatchewan Museum and the Royal Tyrrell Museum, and is available on-line at nature.ca.

CMN implemented new price structures for several educational programmes, introduced discounts on education programmes for members and developed a new revenue-generating programme – the *Perspectives on Nature* lecture series.

Admissions revenues for the year exceeded the annual targets by 17.4 percent and were 23.7 percent higher than last year. The fiscal year's rental sales target was met in the first six months of the year, with bookings at 100 percent of capacity. Major rentals included the Canadian Museum Association annual conference, the Ottawa Regional Science Fair, Canadian Geographic Society lectures and the International Research Librarians conference.

Contracting Our Expertise

CMN Zooarchaeological Services, headed by Darlene Balkwill and Dr. Steve Cumbaa, provided faunal identification and analysis services across Canada and in the northeastern United States on a contractual, fee-for-service basis. A contract for identification of the Ice Patch faunal assemblage was received from the Yukon Government. These bones, many associated with superbly preserved human tools, are up to 8,000 years old. They are recovered as the warmer weather of the last few years melts ancient glacial ice in the southern Yukon. Potential clients for this service include other federal, provincial, territorial and state heritage and wildlife ministries, universities and private contractors.

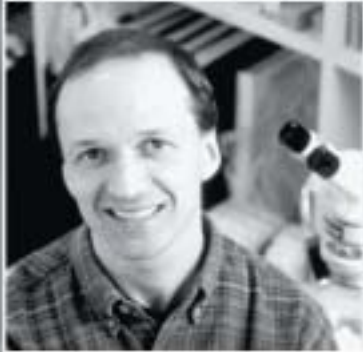
Encouraging Donations

CMN leveraged LEAVE A LEGACY™ (LAL) participation and launch to initiate discussions for additional ways of supporting the Museum. It complemented this effort with an article in *Nature Scene*, brochures and an ad in the Ottawa *Citizen* LAL supplement.

As preparation for a broad community appeal within the national campaign a new donation section, including an interactive donation form, was created for CMN's Web site nature.ca in November 2001. This section provides information about the various types of donations and highlights some of the areas in the Museum that would benefit from donations. The General Public phase of the Campaign was delayed. We did, however, highlight it as a payment vehicle in our annual appeal to members. We will determine a performance indicator after a couple of years for benchmark purposes.



Our People



In Memoriam

CMN wishes to remember and acknowledge the enormous contribution of two colleagues who passed away last year.

Dr. Don McAllister's career at the Museum spanned 35 years as an Ichthyologist (fish specialist). **Gerry van Velthuisen** spent 12 years at CMN specializing in mineralogy. We honour their lifelong dedication to natural science and to the search for new knowledge.

PHOTO: MARTIN LIPWAN



The Board of Trustees is CMN's governing body, responsible to Parliament through the Minister of Canadian Heritage. The Board of Trustees are Governor-in-Council appointees from all regions of the country. Through accountability, strategic policy and planning frameworks, the Board provides corporate direction and delegates authority to the President for the management of CMN. In 2001-02 the Board of Trustees met four times and held two conference calls. Nineteen meetings of the Committees of the Board were held either in person or through conference calls.

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(term completed October 2001)

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St. John, Newfoundland and Labrador

(term began October 2001)

Garry Parenteau

Fishing Lake, Alberta

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Standing Committees

Executive Committee

Mandate: *The Executive Committee is responsible for monitoring the activities of the Board of Trustees and its Standing Committees, for conducting the President's annual performance review and for evaluating the effectiveness of the governance structure/system. The Executive Committee acts on behalf of the Board between meetings, in accordance with Board policy.*

Audit and Finance Committee

Mandate: *The Audit and Finance Committee is responsible for ensuring the Museum's compliance with legal, fiscal and audit requirements established for CMN by the Government of Canada, for recommending additional policies in these areas as appropriate, and for guiding and supporting CMN's efforts to develop a skilled, productive and effective workforce.*

Community and Government Relations Committee

Mandate: *The Community and Government Relations Committee is responsible for raising and sustaining in the national community a positive awareness of CMN, its services and its contributions, and for guiding and supporting CMN's efforts to generate revenue.*

Victoria Memorial Museum Building Renovation Committee

Mandate: *The Victoria Memorial Museum Building Renovation Committee is responsible for approving the planning, budgeting and reporting processes involved in the renewal project. The Committee ensures transparency in competitive contracting, receives regular updates on the project's progress, and provides progress reports to the Board of Trustees.*

Campaign Committee

Mandate: *The Campaign Committee is responsible for reporting on and supporting the CMN's short term and long term efforts to generate revenue via fundraising, specifically the Capital campaign.*

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Chief Executive Officer*

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*Vice-President,
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 Charles Nezan
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 Risé Paquette

Davina Pearl
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 Andrée Keohane
 Myriam Lacasse
 Greg Smith
 Patrice Stevenson

Ted Sypniewski
 Michael Wayne
 James Wilkinson
 Jonathan Wise

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 Noel Alfonso
 Dr. Robert Anderson
 Lory Beaudoin
 Alain S. Bélanger
 Anne Breau
 Dr. Brian W. Coad
 Dr. Kathy Conlan
 Laurie Consaul
 Dr. Stephen Cumbaa
 Dr. Hugh Danks
 Richard Day
 Catherine Dumouchel
 Dr. Jaelyn Eberle
 Dr. Scott Ercit
 Robert Gault
 Dr. Lynn Gillespie
 Susan Goods
 Dr. Mark Graham
 Dr. Joel Grice
 Paul Hamilton
 Ed Hendrycks
 Jean Lauriault
 Jacqueline Madill
 Dr. André Martel
 Dr. Alison Murray
 Donna Naughton
 Dr. Michel Poulin
 Dr. Claude Renaud
 Dr. Kathleen Stewart
 Dr. Xiao-Chun Wu

VMMB Rehabilitation Project

Wilda Corcoran
 Gerald R. Fitzgerald
 Gerry Potoczny

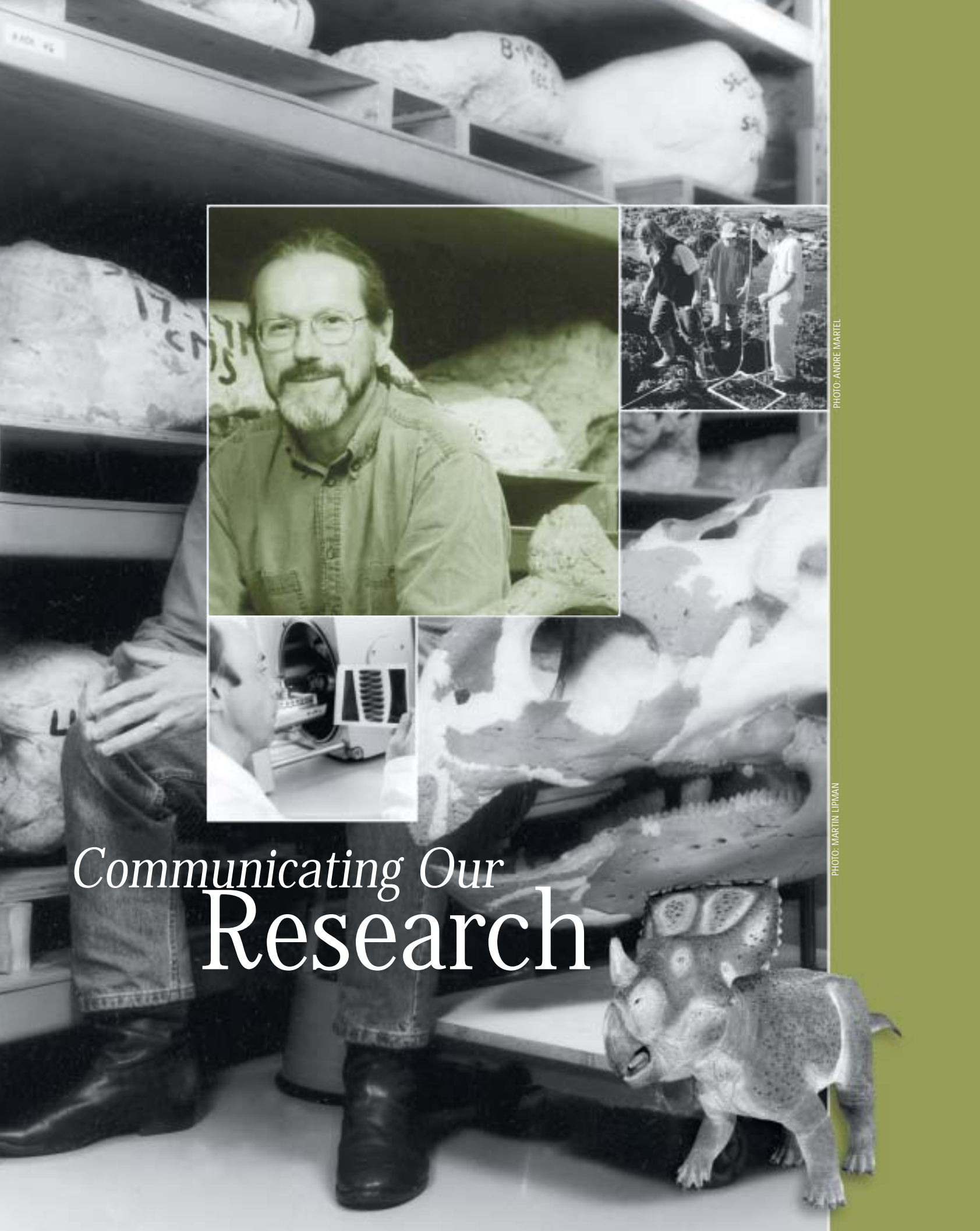


Volunteers

Our many volunteers make an invaluable contribution to the work of the Museum. This year 220 members of the community contributed 10,125 hours of their time and enthusiasm to support CMN programming, chiefly in Collections, Research and Community Services.

Victor Adomaitis	Anthony Denton	Vivien Kemeny	LeeAnne Mullins	Sarah-Dawn Schenk
Clémence Ahounou	Gretchen Denton	Cate Kempton	Lillian Munro	Yvonne Seiers
Melba Angell	Chris Desjardins	Eva Kruemmel	Terry Murdie	Anita Shlien
Cheyenne Arrowsmith	Mireille Deussing	Katie Kurys	Judith Murillo	Chelsea Soderholm
Lorne Atchison	Wendy Dion	Judy Kwan	Beatrice Murray	Gilles Spence - Morrow
Armeen Azher	Véronique Diotte	Jacqueline Lafontaine	Arlene Neilson	Ada Su
Fatima Baalbaki	Van Le Do	Yolin Lafrenière	Elysia Nisan	AbuBark Subedar
Catherine Barrière Gratton	Rod Docking	Stéphanie Lalonde	Michelle Nugent	Bayu Sutarjono
David Beck	Theodora Dragomirescu	Heidi Larkin	Mahmuda Nupur	David Symons
Michelle Béland	Derek Drake	Simonne Larouche	Brita Isabel Oeding	Mew Symons
Sheri Belisle	Elyse Drouin	Bethan Lawson	Julia Offer	Andrea Tait
Nancy Binnie	Catherine Dunlop	Justin Lee	Moaméra Omerovic	Mehmet Taner
Coralie Bissonnette	Frank Dyson	Judy Leeson	Michel Paradis	Adam Tasca
Elizabeth Boileau	Amal El-Mohtar	Marc-Antoine Legault	Anisa Patel	David Taylor
Louis-Philippe Bonhomme-Beaulieu	Phyllis Esdon	Christina Leibbrandt	Dale Patten	John Tener
Catherine Borza	Rebecca Evoy	Diane Lemieux	Jennifer Patterson	Robbie Thomas
Irène Boucher	Naweera Farooqui	Hélène Lepage	Jane Pearce	Linda Toy
Brigitte Boudreau	Natalie Fatica	Isabelle Lesage	Anthony Phillips	Ted Tozer
Colin Bowen	Anne-Marie Finlay	Barbara Liddy	Sengmany Phommachakr	Ninh Tran
Pat Bowen	Pam Fitzgerald	Monika Lieberenz	Jessica Pinkham	Janelle Tremblay
Michelle Braun	Angeliki Galanopoulos	Ryan Lilburn	Marie-Louise Poland	Sébastien Tremblay
Marc-André Brazeau	Shanshan Gao	Jessie Liu	Elisha Pruner	Carole Treverton
Martin Brazeau	Lydia Gareau	Kathleen Liver	Marissa Quigley	Daphnée Turcotte
Laura Bridgeman	Alain Gauthier	Elizabeth Long	Clifford Quince	Rachael VanRijn
Carole Brown	Nicholas Gauthier	Nicole Lupien	Joyce Quince	Mélanie Villeneuve
Claudia Burns	Huguette Gavrel	Keran Ma	Nicholas Rivard	Maria Vogel
William Burr	Carol German	Jonathan MacCalder	Simon Rivet	Mladen Vukic
Louise Campagna	Mélinda-Ashley Gilhen	Mollie MacCormac	Anne Robinson	Margot Watt
Jeff Campagnola	Melinda Glockling	Rahul Malik	Violette Routhier	Joan White
Phil Campbell	Mireille Godbout	Olivier Marceau-Robillard	Joan Rowed	Geneviève Wilson
Lynn Capuano	Eric Gosselin	Marie-Hélène Marleau	Stéphanie Roy	Anne Wimberley
Daniel Cayley-Daoust	Virginia Grant	Kezia Martin	Erin Runnalls	Eric Wong
Glenn Charron	Alan Greyeyes	Pat Martin	Brian Russell	Jean Woo
Harold Chase	Jack Hall	Philip Martin	Susan Rust	Roy Wood
Alexandra Chowaniec	Adeline Hardie	Sabah Master	Elise Saint-Martin	Elizabeth Woodbury
Noreen Christie	Gail Harington	Irene Mayer	Anna Samsik	Sherry Wryght
Ersen Cogulu	Lynda Holleman	Stéphanie McConnell-Enright	Denise Sarda	Vanessa Yeats
Christian Comeau	Claudia Houde	Mana McDonald	Adam Saulis	Michelle Zhou
Tara Conroy	John Hunt	George McIlhinney	Jo Saunders	
Adam Cooke	Katie Jarrett	Elizabeth McMillan		
Serge Couillard	Sara Jinha	Vivian Menzies		
Yohaán Dattobhai	Mike Jones	Jane Merlin		
Stephen Davis	Tiffany Jubb	Sandra Millar		
Betty Dawson	Sol Kaiman	Huguette Miron		
Guillaume de Brouwer	George Kampouris	Daniel Mooney		
Jason Dean	Lynn Kaplansky	David Moore		
Jen DeGroot	David Karp	Eve Moore		
	Carmel Kasper	Isabel Muir		





Communicating Our
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Research Services and Collections Services Staff

CMN staff published 38 articles in refereed journals – which have other scientists review all articles submitted before they are accepted for publication – and 44 in non-refereed publications, 5 reports and 20 other papers. A complete list follows (names in boldface are CMN staff members). Publications are listed in the language in which they were written.

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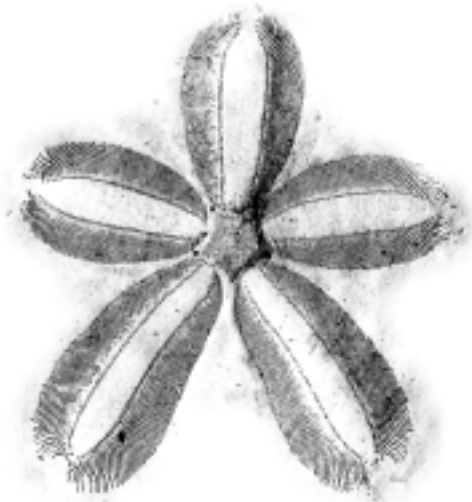
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Ottawa Field-Naturalists' Club, Ottawa, Ontario

Ottawa School of Dance, Ottawa, Ontario

Ottawa Regional Science Fair, Ottawa, Ontario

Prématernelle d'Aylmer, Gatineau (Aylmer area), Québec

Public Works and Government Service, Ottawa, Ontario

Rideau Valley Conservation Authority, Manotick, Ontario

Riverside Park Community and Recreation Association, Ottawa, Ontario

St. Clement School, Ottawa, Ontario

J.S. Tener, Ottawa, Ontario

Université du Québec à Hull, Gatineau (Hull area), Québec

University of Ottawa, Ottawa, Ontario

YMCA-YWCA, Ottawa, Ontario



Managing our
**Financial
Resources**



Financial analysis

The following provides an analysis of the 2002 financial results of the Museum in comparison to previous years.

Comparison of Financial Results

(in thousands of dollars)

	2002	2001	2000	1999	1998
Revenue					
Parliamentary appropriation	23,177	23,363	22,360	21,273	22,985
Generated revenue	2,600	2,359	1,863	1,649	1,924
Total revenue	25,777	25,722	24,223	22,922	24,909
Expenses					
Personnel costs	12,873	10,553	9,597	8,855	9,959
Stonework project	–	–	–	180	1,922
Interest on capital lease obligation	3,337	3,369	3,398	3,425	3,459
Depreciation of capital assets	1,483	1,489	1,590	1,633	1,548
Operating expenses	10,542	10,409	8,893	9,132	10,043
Total operating expenses	28,235	25,820	23,478	23,225	26,931
(Deficiency) excess of revenue over expenses	(2,458)	(98)	745	(303)	(2,022)
Equity of Canada, beginning of year	(270)	(172)*	(773)	(470)	1,552
Equity of Canada, end of year	(2,728)	(270)	(28)	(773)	(470)

* The Equity of Canada, beginning of year has been adjusted due to a change in accounting policy.

During fiscal year 2002, the CMN's approved parliamentary appropriation increased by 8.5 percent due to additional funding for the Victoria Memorial Museum Building renovations and for the replacement of obsolete scientific equipment. A significant portion of this appropriation has been deferred to future years to cover annual maintenance costs related to the new equipment and will be recognized as revenue in the year when the expenses occur. The parliamentary appropriation applied in fiscal year 2002 remains comparative to the previous year at \$23.177 million.

Generated revenue for fiscal year 2002 was \$2.6 million, 10.2 percent higher than the previous fiscal year thanks to continued strong demand for educational and school programmes, travelling exhibition loan program and a new facility leasing agreement for office space in the Natural Heritage Building. In addition to admission fees and parking revenue, generated revenue also mainly include memberships, grants for research activities and interest revenue.

Personnel costs of \$12.9 million are the single most significant expense of the Corporation, representing 49.9 percent of total revenue. During the year, the Corporation renewed the collective agreement with the Public Service Alliance of Canada (PSAC), covering the 4-year period June 1999 to June 2003. A retroactive adjustment on salaries for all PSAC employees along with the costs associated with retroactive implementation of the new classification system explains the significant increase of 22 percent in personnel costs compared to 2001.

The operating expenses for 2002, totaling \$10.542 million, remain approximately at the same level as for fiscal year 2001.

As a result of the revenue and expenses mentioned above, the CMN reports a deficiency of revenue over expenses of \$2.458 million for fiscal year 2002.

While this year's deficiency of revenue over expenses is mostly due to a one-time retroactive salary adjustment, the Museum does anticipate consecutive years of deficiencies of revenue over expenses because of depreciation charges for its facility in Gatineau (Aylmer area), Quebec, which is shown on the Museum's balance sheet as a capital lease. Prior to acquiring this building in 1997, the Museum only leased facilities, and therefore did not report on its Statement of Operations depreciation charges relating to a building. These lease dollars were converted in 1997 to payments on the capital lease for the facility thus creating an imbalance on the Statement of Operations. This accounting treatment will keep the Corporation's Equity in a deficit position for many years. The situation will begin to reverse near the mid-point of the lease term and completely rectify itself over the full term of the lease. This does not impact the Corporation's cash flow or financial stability in any way.

The Museum faces a major challenge with the high cost of carrying and operating its two facilities. To relieve this situation, the Museum is exploring the idea of selling the Natural Heritage Building (i.e. paying out the capital lease) to PWGSC to reduce the carrying costs for the Museum. The impact of such a transaction would be the removal of depreciation charges of \$992 thousand and the reduction of the interest expense of approximately \$3.3 million annually from the Museum's financial statements, thereby improving the Museum's equity position and negotiations with potential sponsors.

Financial Statements

Management's responsibility of financial reporting

Management is responsible for establishing and maintaining a system of books, records, internal controls and management practices to provide reasonable assurance that: reliable financial information is produced; the assets of the Corporation are safeguarded and controlled; the transactions of the Corporation are in accordance with the relevant legislation, regulations and by-laws of the Corporation; the resources of the Corporation are managed efficiently and economically; and the operations of the Corporation are carried out effectively.

Management is also responsible for the integrity and objectivity of the financial statements of the Corporation. The accompanying financial statements were prepared in accordance with Canadian generally accepted accounting principles. The financial information contained elsewhere in this annual report is consistent with that in the financial statements.

The Board of Trustees is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control. The Board exercises its responsibilities through the Audit and Finance Committee, which includes a majority of members who are not officers of the Corporation. The Committee meets from time to time with management, the Corporation's internal auditors and the Office of the Auditor General of Canada to review the manner in which these groups are performing their responsibilities, and to discuss auditing, internal controls, and other relevant financial matters. The Board of Trustees has reviewed the financial statements with the Office of the Auditor General of Canada and has approved them.

The financial statements have been audited by the Auditor General of Canada. Her report offers an independent opinion on the financial statements to the Minister of Canadian Heritage.



Joanne DiCosimo
President and Chief Executive Officer



Colin C. Eades
Vice President, Corporate Services and Chief Operating Officer

May 31, 2002

Auditor's report

To the Minister of Canadian Heritage

I have audited the balance sheet of the Canadian Museum of Nature as at March 31, 2002 and the statements of operations, equity of Canada and cash flows for the year then ended. These financial statements are the responsibility of the Corporation's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2002 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles. As required by the *Financial Administration Act*, I report that, in my opinion, these principles have been applied on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the Corporation that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with Part X of the *Financial Administration Act* and regulations, the *Museums Act* and the by-laws of the Corporation.



Richard Flageole, FCA
Assistant Auditor General for the Auditor General of Canada

Ottawa, Canada

May 31, 2002

Balance Sheet as at March 31, 2002

(in thousands of dollars)

	Notes	2002	2001
Assets			
Current			
Cash and short-term investments	3	8,395	5,005
Accounts receivable			
Trade		187	220
Government departments and agencies		537	2,166
Prepaid expenses		782	960
		9,901	8,351
Restricted cash, short-term investments and receivables	3, 4	1,019	918
Collections	5	1	1
Capital assets	6	36,040	35,334
		46,961	44,604
Liabilities			
Current			
Accounts payable and accrued liabilities			
Trade		2,664	2,295
Government departments and agencies		1,840	607
Current portion - obligation under capital lease	7	198	179
Current portion - loan from Department of Canadian Heritage	7	377	362
Deferred revenue and parliamentary appropriation		2,910	1,226
Employee future benefits	8	219	149
		8,208	4,818
Obligation under capital lease	7	33,143	33,341
Loan from Department of Canadian Heritage	7	-	377
Deferred capital funding	9	6,124	4,417
Employee future benefits	8	1,267	1,125
Deferred contributions	10	667	516
		49,409	44,594
Commitments and Contingencies	16, 17, 18		
Endowment	11	280	280
Equity of Canada		(2,728)	(270)
		46,961	44,604

The accompanying notes form an integral part of the financial statements.

Approved by the Board of Trustees:



Frank Ling

Chairman of the Board of Trustees

Recommended by Management:



Colin C. Eades

Vice President, Corporate Services and Chief Operating Officer



R. Kenneth Armstrong

Chairman of the Audit and Finance Committee



Lynne Ladouceur, CA

Senior Full Time Financial Officer

Statement of Operations for the year ended March 31, 2002

(in thousands of dollars)

	Notes	2002	2001
Revenue			
Commercial operations	12	1,264	995
Contributions		508	653
Educational programmes		402	202
Scientific services		55	63
Interest income		344	409
Other		27	37
		2,600	2,359
Expenses			
Personnel costs		12,873	10,553
Interest on capital lease obligation		3,337	3,369
Operation and maintenance of buildings		2,603	2,840
Professional and special services		2,428	2,076
Depreciation of capital assets		1,483	1,489
Real property leases and taxes		1,579	1,232
Exhibits		652	1,263
Information management infrastructure and systems		1,453	1,176
Marketing and communications		628	733
Material and equipment		583	494
Travel		411	371
Repairs and maintenance		81	66
Freight and cartage		91	119
Purchase of objects for collections		6	7
Other		27	32
		28,235	25,820
Net result of operations before government funding		(25,635)	(23,461)
Parliamentary appropriation	13	23,177	23,363
Net result of operations	14	(2,458)	(98)

The accompanying notes form an integral part of the financial statements.

Equity of Canada for the year ended March 31, 2002

(in thousands of dollars)

	2002	2001
Equity of Canada, beginning of year	(270)	(172)
Net result of operations	(2,458)	(98)
Equity of Canada, end of year	(2,728)	(270)

The accompanying notes form an integral part of the financial statements.

Statement of Cash Flows for the year ended March 31, 2002

(in thousands of dollars)

	2002	2001
Operating activities		
Net result of operations	(2,458)	(98)
Items not involving cash:		
Depreciation of capital assets	1,483	1,489
Employee future benefits	212	107
Amortization of deferred capital funding	(482)	(489)
Increase in deferred contributions	151	137
Net change in non-cash working capital	5,126	(92)
	4,032	1,054
Financing activities		
Repayment of loan from the Department of Canadian Heritage	(362)	(346)
Appropriation used to purchase depreciable capital assets	2,189	959
Obligation under capital lease	(179)	(163)
Endowment increase	–	30
	1,648	480
Investing activities		
Acquisition of capital assets	(2,189)	(1,010)
Increase in restricted cash, short-term investments and receivables	(101)	(289)
	(2,290)	(1,299)
Increase in cash and short-term investments	3,390	235
Cash and short-term investments, beginning of year	5,005	4,770
Cash and short-term investments, end of year	8,395	5,005
Additional information:		
Interest Paid	3,336	3,371

The accompanying notes form an integral part of the financial statements.

Notes to Financial Statements for the year ended March 31, 2002

1. Authority and mission

The Canadian Museum of Nature was established by the *Museums Act* on July 1st, 1990, and is an agent Crown corporation named in Part I of Schedule III to the *Financial Administration Act*.

The Corporation's mission is to increase, throughout Canada and internationally, interest in, knowledge of and appreciation and respect for the natural world by establishing, maintaining and developing for research and posterity a collection of natural history objects, with special but not exclusive reference to Canada, and by demonstrating the natural world, the knowledge derived from it and the understanding it represents.

2. Significant accounting policies

The financial statements are prepared in accordance with Canadian generally accepted accounting principles and reflect the following policies.

A) Capital Assets

Capital assets are recorded at cost. Assets recorded as capital leases are initially recorded at the present value of the minimum lease payments at the inception of the lease. Depreciation is calculated on the straight-line method using rates based on the estimated useful life of the assets as follows:

Property under capital lease	Collection cabinets and compactors	Research equipment	Technical equipment	Furnishings and office equipment	Motor vehicles	Computer equipment and software
35 years	35 years	10 years	10 years	10 years	5 years	3 years

Major leasehold improvements are capitalized and depreciated over the term of the respective leases to a maximum period of five years.

Renovation work in progress is capitalized and will be depreciated as phases are completed.

Material and equipment acquired for the purpose of the design, development and maintenance of exhibits are charged to operations in the year of acquisition.

B) Collections

The Canadian Museum of Nature holds and preserves invaluable collections of natural history specimens for the benefit of Canadians, present and future. The collections form the largest part of the assets of the Corporation. The collections are shown as an asset on the balance sheet at a nominal value of \$1,000 due to practical difficulties in determining a meaningful value for these assets. Objects purchased for the collections are recorded as an expense in the year of acquisition. Objects donated to the Corporation are not recorded in the books of accounts.

C) Employee Future Benefits

i) Pension benefits

Employees participate in the Public Service Superannuation Plan administered by the Government of Canada. The Corporation's contribution to the plan reflects the full cost of the employer contributions. This amount is currently based on multiple of the employee's required contributions, and may change over time depending on the experience of the Plan. These contributions represent the total pension obligations of the Corporation and are charged to operations on a current basis. The Corporation is not currently required to make contributions with respect to actuarial deficiencies of the Public Service Superannuation Account.

ii) Severance benefits

Employees are entitled to severance benefits, as provided for under labor contracts and conditions of employment. The cost of these benefits is accrued as the employees render the services necessary to earn them. Management determined the accrued benefit obligation using a method based upon assumptions and its best estimates. These benefits represent the only obligation of the Corporation that entails settlement by future payment.

D) Parliamentary Appropriation

The parliamentary appropriation for operating expenditures is recognized as revenue in the fiscal year for which it is approved. The portion of the parliamentary appropriation used to purchase depreciable capital assets is recorded as deferred capital funding and amortized on the same basis and over the same period as the related capital assets. Parliamentary appropriations for specific projects are deferred and recognized on the Statement of Operations in the year in which the related expenses are incurred.

E) Contributions

The Corporation follows the deferral method of accounting for contributions.

Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Contributions externally restricted are deferred and recognized as revenue in the year in which the related expenses are recognized. Restricted investment income is recognized as revenue in the year in which the related expenses are incurred.

Contributions received in a form other than cash are recorded at their fair value at the date they are received by the Corporation.

Volunteers contribute a significant number of hours per year. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

F) Use of estimates

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of income and expenses for the year. Employee-related liabilities and estimated useful lives of capital assets are the most significant items where estimates are used. Actual results could differ from those estimated.

3. Cash and short-term investments

The Corporation invests operating and restricted funds in the short-term money market. The overall portfolio yield as at March 31, 2002 was 2.08% (2001 – 4.93%). Treasury policies for the Corporation limit investments to instruments held in investments to a maximum of 36 months rated AA or better and guaranteed by the Government of Canada, a provincial government or the Royal Bank of Canada. The average term to maturity is 43 days (2001 – 17 days). The cost of the portfolio approximates its fair value.

4. Restricted cash, short-term investments and receivables

Restricted cash, short-term investments and receivables include deferred contributions, funds received for the Endowment and amounts receivable that can be reasonably estimated and for which collection is reasonably assured. Restricted cash accounts are managed in accordance with the donor's wishes and are invested in accordance with investment policies of the Corporation.

5. Collections

The natural history collections consist of over 10 million specimens and grew by 23,489 items this fiscal year. They are an exceptional scientific resource that is available nationally and internationally for research, exhibits and education.

The collections are divided into four discipline related groups, being:

- ▶ the Earth Sciences collection (minerals, rocks, gems, fossils)
- ▶ the Vertebrates collection (mammals, birds, fish, amphibians, reptiles)
- ▶ the Invertebrates collection (molluscs, insects, crustaceans, parasites, worms)
- ▶ the Botany collection (algae, vascular plants, mosses, lichens)

In addition, conservation research is conducted to improve the management of the collections.

6. Capital assets

(in thousands of dollars)

	Cost	Accumulated depreciation	2002 Net book value	2001 Net book value
Land	555	–	555	555
Property under capital lease	35,040	5,949	29,091	30,082
Collection cabinets and compactors	3,529	604	2,925	3,026
Computer equipment and software	3,095	3,021	74	70
Research equipment	2,171	1,412	759	153
Furnishings and office equipment	1,346	921	425	492
Leasehold improvements	2,103	1,957	146	143
Technical equipment	366	263	103	67
Motor vehicles	58	45	13	22
Renovation work in progress	1,949	–	1,949	724
	50,212	14,172	36,040	35,334

The Victoria Memorial Museum Building and grounds are owned by the Government of Canada and consequently are not included in capital assets.

7. Capital lease and secondary financing obligations

A) The Natural Heritage Building (NHB) houses the Canadian Museum of Nature natural history collections and administrative functions, on the Corporation's site in Gatineau (Aylmer area), Quebec. The Corporation is acquiring the building through a lease purchase agreement with a term of 35 years. It is committed to pay rent under all circumstances and in the event of termination of the lease, at the Corporation's option or otherwise, pay sufficient rent to repay all financing on the building. Management intends to completely discharge its obligation under the lease and obtain free title to the building in 2031.

B) In 1997-98, the Corporation secured financing for the additional construction and fit-up costs of the NHB with the Department of Canadian Heritage.

Future minimum lease and debt repayments, by year and in aggregate, under the financing obligations are as follows:

(in thousands of dollars)	Obligation under capital lease	Obligation under loan from Department of Canadian Heritage	Total financing obligations
2003	3,500	377	3,877
2004	3,500	–	3,500
2005	3,500	–	3,500
2006	3,500	–	3,500
2007	3,500	–	3,500
Thereafter	85,750	–	85,750
Total minimum future payments	103,250 ⁽¹⁾	377 ⁽²⁾	103,627
Deduct: Imputed interest	(69,909)	–	(69,909)
Present value of financing obligations	33,341	377	33,718

(1) The amounts payable under the capital lease are based on the fixed interest rate of 9.88%, for a period of 35 years, established at the time of signing the lease.

(2) The amounts payable under the loan from the Department of Canadian Heritage are based on the fixed interest rate of 4.27%, for a period of 5 years.

8. Employee future benefits

i) Pension benefits

The Public Service Superannuation Plan requires the Corporation to contribute at a rate of 2.14 times the employees' contribution (2001 - 2.14). The Corporation's contribution to the plan during the year was \$1,126,000 (2001 - \$889,000).

ii) Severance benefits

The corporation provides severance benefits to its employees. This benefit plan is not pre-funded and thus has no assets, resulting in a plan deficit equal to the accrued benefit obligation. Information about the plan is as follows:

(in thousands of dollars)

	2002	2001
Accrued benefit obligation, beginning of year	1,274	1,167
Expense for the year	268	171
Benefits paid during the year	(56)	(64)
Accrued benefit obligation, end of year	1,486	1,274
Short term portion	219	149
Long term portion	1,267	1,125
	1,486	1,274

9. Deferred capital funding

Deferred capital funding represents unamortized parliamentary appropriation used to purchase depreciable capital assets. Changes in the deferred capital funding balance are as follows:

(in thousands of dollars)

	2002	2001
Beginning balance	4,417	3,947
Appropriation used to purchase depreciable capital assets	2,189	959
Amortization of deferred capital funding	(482)	(489)
Ending balance	6,124	4,417

10. Deferred contributions

Deferred contributions represent unrecognized externally restricted donations and investment income. The changes in the deferred contribution balance and the components of this balance are as follows:

(in thousands of dollars)

	2002	2001
Beginning balance	516	379
Contributions received during the year	608	654
Amounts recognized in the year	(457)	(517)
Ending balance	667	516
Deferred contributions are comprised of:		
Funds restricted for research purposes	77	72
Funds restricted for programming purposes	581	427
Restricted endowment fund interest	9	17
	667	516

11. Endowment

The Corporation maintains an endowment in the principal amount of \$280,000 (2001 - \$280,000) received from Anne and Henry Howden, which included a significant entomological collection. The endowment was established to enable professional studies and research of entomological collections for the Museum.

The principal of the Systematic Entomology Endowment Fund can not be expended. Accumulated interest earned from the endowment must be expended for specified purposes and the residual balance totalled \$9,710 at March 31, 2002 (2001 - \$16,750) which is included in deferred contributions (Note 10).

In the event that the Corporation decides not to maintain entomological collections, the Systematic Entomology Endowment Fund shall be transferred, along with any entomological collections, to the Royal Ontario Museum.

12. Commercial operations

Commercial operations revenue is comprised as follows:

(in thousands of dollars)

	2002	2001
Admission fees	600	485
Rental of facilities	391	246
Parking	172	182
Boutique and cafeteria leases	68	55
Publishing revenues	26	24
Publishing royalties	7	3
	1,264	995

13. Parliamentary appropriation

To achieve its mission, the Corporation relies on government funding. This government funding is comprised as follows:

(in thousands of dollars)

	2002	2001
Appropriation approved:		
Capital and Operating Budget	23,691	21,125
Supplementary budgets	2,544	3,059
	26,235	24,184
Loan repayment to the Department of Canadian Heritage	377	377
Portion of parliamentary appropriation deferred for future capital projects	(2,855)	(1,127)
Deferred revenue used in current year to complete specific projects	1,127	399
Appropriation used to purchase depreciable capital assets	(2,189)	(959)
Amortization of deferred capital funding	482	489
Appropriation used	23,177	23,363

14. Net result of operations on a cash basis

(in thousands of dollars)

	2002	2001
Net result of operations:	(2,458)	(98)
Items not involving cash:		
Depreciation of capital assets	1,483	1,489
Employee future benefits	212	107
Amortization of deferred capital funding	(482)	(489)
Net result of operations after adding items not involving cash	(1,245)	1,009

15. Related party transactions

The Corporation is related to all Government of Canada departments, agencies and Crown corporations. The Corporation incurred expenses for the work and services provided by other government departments and agencies. These transactions were conducted in the normal course of operations, under the same terms and conditions that applied to outside parties.

16. Contractual commitments

The Corporation has entered into agreements for the provision of services and equipment. Future payments under these agreements are approximately as follows:

(in thousands of dollars)

	2003	2004 and subsequent years
Facilities maintenance costs	2,005	4,010
Renovation of the Victoria Memorial Museum Building	1,528	3,411
Systems and infrastructure agreements	1,462	1,656
Other commitments	1,075	300
	6,070	9,377

17. Pay equity

In 1994, a pay equity complaint was filed by the Public Service Alliance of Canada (PSAC) against the Corporation alleging discrimination in wages based on gender inequity. During 2001-02, the PSAC and the Corporation have developed a new Job Classification and Evaluation Plan. This Plan has been used to determine relativity between jobs and to ensure that there is no gender based wage discrimination within jobs. The new plan has been implemented retroactively to June 15, 1999. In 2002, the PSAC filed a second pay equity complaint against the Treasury Board and specific separate employers, including the Corporation.

The Corporation cannot determine and assess the outcome of these complaints on its operations. The effect, if any, of the ultimate resolution of these matters will be accounted for in the year when known.

18. Contingency

During 1999, a sub-contractor of the Corporation received a claim for additional costs regarding the Stonework project at the Victoria Memorial Museum Building. The sub-contractor is now reviewing the claim for its legitimacy. The Corporation cannot determine and assess the outcome of this claim on its operations. The effect, if any, of the ultimate resolution of this matter will be accounted for in the year when known.

19. Comparative figures

The 2001 comparative figures have been reclassified to conform to the 2002 financial statement presentation.

Canadian Museum of Nature
www.nature.ca

Victoria Memorial
Museum Building

240 McLeod Street
Ottawa, Ontario

Natural Heritage Building

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Gatineau (Aylmer area), Quebec

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